

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

**I. MISSION**

To assist our Nation's current and future workers to successfully manage their work lives, and to help employers find the skilled workers they need to remain competitive.

**II. VISION**

Economic progress greatly benefits many American workers and American businesses, but poses important challenges as well. New technologies, changes in international trade, deregulation, and greater competition have led to structural changes in U.S. labor markets. ETA promotes more efficient, effectively functioning U.S. labor markets by providing high quality job training, employment services, and temporary income maintenance through National, State, and local workforce development systems.

Over the coming years --

- # We will invest in technology and systems so that American job seekers can easily access quality help in making career choices and finding work, and employers can gain access to skilled workers.
- # We will help youth and adults -- particularly those least able to help themselves and those laid off -- to get the skills, training and assistance they need to find first, new or better jobs.
- # We will be ever mindful of the needs of employers for the skilled workers required to compete successfully in a global economy, and the critical role employers must have in workforce development.
- # We will strive to be a high-performance, customer-focused organization committed to satisfied customers and excellence in service, management and results.

**III. STRATEGIC GOALS - Please see Section IX - STRATEGIC MATRIX**

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

**DRAFT  
9/4/01**

**IV. RELATIONSHIP TO THE ANNUAL PERFORMANCE GOALS**

ETA maintains a wide range of performance measures within its program management systems. Annually, some of these goals are highlighted for continuous improvement of programs or program elements. In the past several years, some performance measures have been selected after consultation with partners, stakeholders unions and ETA staff to serve as ETA's annual goals. Such exemplary goals are likely to become the mainstay of the Annual Performance Plan (APP) for Fiscal Year 1999 that will accompany this strategic plan. These annual goals are the building blocks for achieving the strategic goals and objectives.

ETA is now preparing an initial APP which will accompany the FY 1999 budget submission to OMB. This plan will be reviewed along with the budget request and will be revised and submitted to the Congress soon after transmittal of the President's budget. The APP will establish 12-month performance goals that will measure progress in achieving the long term goals and objectives, as measured by the accompanying Key Performance Indicator(s), and will provide measures, indicators or milestones, where appropriate, for each of the identified strategies contributing to achievement of the larger goal and objective. ETA wishes to consult on these measures, also. Example measures attached to each of the proposed strategies are provided for this purpose.

**V. AGENCY STRATEGIES**

Agency strategies are those actions proposed under the "Strategies" section of this plan.

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

**VI. KEY FACTORS INFLUENCING OUTCOMES**

1. Setting performance standards and standards of competency that reflect the expectation of high performance programs geared to the populations to be served, and the establishment of appropriate benchmarks.
2. Competition for increasingly scarce resources and changes to funding levels that could impact on ETA's ability to achieve goals.
3. Achieving the appropriate mix of computer-based self-services and services delivered through workforce development professionals to reflect customer needs.
4. The prospect of new legislation that could provide a new policy framework within which the programs will be operated and participant priorities will be decided.
5. The overall health of the U.S. economy which reflects the numbers to be served, availability of jobs, private sector willingness to participate and the focus of job training and income maintenance efforts.
6. Sufficient budget authority for Federal administrative expenses to support investments in internal system building, while accomplishing other essential work.
7. Ability to be constantly responsive to rapidly changing needs in the marketplace within a government structure.
8. Ability to remove barriers to program integration.
9. Setting performance standards and standards of competency that reflect employers' need for an internationally competitive workforce.
10. Future decisions about public versus private sector roles and relative responsibilities for funding workforce development activities.

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

**DRAFT  
9/4/01**

**VII. DISCUSSION OF STAKEHOLDERS**

ETA's Draft Strategic Plan is only now being shared widely with Stakeholders and all employees.

(Note: This section will describe ETA efforts to elicit comment from the wider employment and training community, the Congress and other Federal agencies which operate similar or complementary programs.)

**VIII. PROGRAM EVALUATIONS**

Upon completion of the strategic plan, ETA will reassess its program plans and requirements to ensure that needed information to measure performance is collected and available timely.

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

**IX. STRATEGIC GOALS**

<p style="text-align: center;"><b>Strategic Goal Statement 1:</b> <i>Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
1.1 Foster change and make investments that will result in a workforce development system that is more accountable and more responsive to employers and job seekers.	<p>1.1.1 Support efforts of States to build systems that reflect One-Stop principles.</p> <p>1.1.2 Increase the breadth of services accessible through One-Stop Career Center systems by strengthening linkages with related education, vocational education, welfare, registered apprenticeship, vocational rehabilitation, economic development programs, and other employment and training programs such as Job Corps.</p>	<p><b>Key Performance Indicator(s):</b> All States will have One-Stop Career Center Systems which: -include multiple partners; -offer services and information sought by employers and workers; and -are available and accessible through service center, phone, and world wide web access.</p> <p>1.1.1.1Number of States actively implementing One Stop as a result of statutory waivers or One-Stop implementation grants. 1.1.1.2Number of Career Centers.</p> <p>1.1.2.1Number of States with agencies/programs participating in State and local centers beyond core number.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

**Strategic Goal Statement 1:**  
*Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.*

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
	<p>1.1.3Collaborate with State, local, and other Federal partners in the workforce development system to develop a shared performance measurement system which facilitates decision-making at all levels, fosters accountability, measures return on investment, focuses on outcomes, provides the basis for continuous improvement, and moves toward fewer, more crosscutting measures across programs.</p> <p>1.1.4In collaboration with partners, identify and promote a commonly understood set of quality and service expectations the public may hold for all service offices throughout the States.</p> <p>1.1.5Develop and enhance partnerships with public interest groups and other appropriate organizations to build a strong and effective workforce system.</p> <p>1.1.6Work with State partners to ensure sustainability of One-Stop Career Center system beyond Federal implementation grants.</p>	<p>1.1.3.1A set of common performance measures with standard definitions for use by States and localities.</p> <p>1.1.3.2 State adoption of common terms/systems measures.</p> <p>1.1.4.1Number of States that publish quality and service expectations for use throughout system.</p> <p>1.1.5.1National and Regional Stakeholders Forum membership evaluations of effectiveness of partnerships.</p> <p>1.1.6.1Evaluation of State and local continuation of efforts begun under One-Stop using Federal seed money.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 1:</b> <i>Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>1.1.7Support continuous improvement performance throughout the workforce development system by building upon, enhancing and more effectively integrating efforts initiated under Enterprise, Simply Better!, PEPNet, and UI PERFORMS.</p> <p>1.1.8Design and implement a methodology/approach to measure, on a continuing basis, customer satisfaction with delivery of services available through ETA investments.</p>	<p>1.1.7.1Numbers of workforce development organizations that employ strategies.</p> <p>1.1.7.2Improved performance in program outcome measures compared to prior year performance or attainment of national standards, desired levels of achievements or benchmarks.</p> <p>1.1.8.1Key customer satisfaction measures are identified and an information collection strategy adopted. Baseline and annual customer satisfaction goals established.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

**Strategic Goal Statement 1:**  
*Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.*

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
<p>1.2 Use direct investments and work with our public partners or through new public-private partnerships to provide high quality and current labor market information that meets the needs of job seekers and employers and enhances customer choice.</p>	<p>1.2.1 Develop products and services that become part of every American's career management tool kit through employment services and labor market information services.</p> <p>1.2.2 Expand and refine current tools such as American's Job Bank (AJB) and America's Talent Bank (ATB) which help employers and job seekers in the labor market.</p> <p>1.2.3 Expand O*NET applications for use by job seekers, employers, teachers, and career counselors. (O*NET describes the knowledge, skills and abilities required to perform today's jobs.)</p>	<p><b>Key Performance Indicator(s):</b> Increased customer satisfaction with information and services available.</p> <p>___ percent increase in the number of job vacancies available on Internet through AJB from 1997 through 2002.</p> <p>___ percent increase in the number of resumes on ATB.</p> <p>1.2.1.1 Adoption of new technology/applications as available. Increased number of States fully connected to ALMIS.</p> <p>1.2.2.1 Increased # of job vacancy listings available on Internet through AJB; increased # of access zones for AJB for public use.</p> <p>1.2.2.2 Increased # resumes on ATB.</p> <p>1.2.3.1 Percent increase in use of O*NET for services.</p>



**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 2:</b> <i>Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>2.1 Create, with the Department of Education, under the <b>School-to-Work</b> framework, a smooth transition from classroom learning to skills attainment and to careers.</p>	<p>2.1.1. Promote and support the involvement of all youth, including disadvantaged, limited English proficiency, academically gifted, out of school, and/or disabled who have the opportunity to engage actively in school-to-work systems that meet high academic standards.</p> <p>2.1.2. Support national, state and local strategies identifying academic and occupational standards in broad career majors that lead to portable skill certificates.</p>	<p><b>Key Performance Indicators:</b> By 2000, every state has a school-to-work system that increases student achievement and broadens career opportunities for all.</p> <p>2.1.1.1 Number of high school youth actively engaged in STW systems.</p> <p>2.1.1.2 Percentage of actively engaged high school youth from special populations.</p> <p>2.1.1.3 Number of out-of-school youth served in programs with a STW framework.</p> <p>2.1.2.1 Percent of partnerships awarding skill certificates.</p> <p>2.1.2.2 Percent of partnerships secondary schools awarding skill certificates.</p> <p>2.1.2.3 Number of students receiving skill certificates.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 2:</b>  <i>Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>2.1.3.Sponsor model school-to-work programs for out-of-school youth to identify successful approaches to return to school and receive valued credentials and to assist their transition into skilled employment.</p> <p>2.1.4 Support the development, testing, dissemination, and showcasing of successful efforts to serve youth in a STW framework.</p> <p>2.1.5.Work with state partners to ensure sustainability of School-to-Work systems begun under the School-to-Work Opportunities Act.</p>	<p>2.1.3.1Percentage of out-of-school youth acquiring high school equivalency diplomas.</p> <p>2.1.3.2Average length of unemployment spell(s).</p> <p>2.1.3.3Average starting wage of youth served by these model programs.</p> <p>2.1.4.1Surveys on usefulness of products for policy development and program management.</p> <p>2.1.4.2Number of States undertaking STW Institutes for local program administrators.</p> <p>2.1.5.1Evaluation of State and local efforts to continue STW beyond federal seed funding.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 2:</b> <i>Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
2.2 Increase the effectiveness of the <b>Job Corps</b> to provide quality alternative education and job skills preparation for low income youth who dropped out of school or are in need of intensive services.	<p>2.2.1 Continually review and revise vocational offerings to better meet employer needs.</p> <p>2.2.2 Invest in upgrading furnishings and equipment in Job Corps dormitories and classrooms.</p> <p>2.2.3 Explore, pilot and implement new uses of technology to increase efficiency.</p> <p>2.2.4 Increase Job Corps' working relationships with States, local communities, employers, and other education and training programs, including One-Stop.</p>	<p><b>Key Performance Indicators:</b> By 2002, increase 1997 performance for:            GED attainment by ____%;            Learning gains by ____%;            Vocational skill attainment by ____%;            Placement rate by ____%;            Placement follow-up rate by ____%.</p> <p>2.2.1.1 Percent of vocational classes modernized.</p> <p>2.2.2.1 Annual investments.</p> <p>2.2.3.1 Number of centers linked to LMI, CIS, Internet, and One-Stop Career Center System.</p> <p>2.2.4.1 STW principles incorporated in most Job Corps Centers.</p> <p>2.2.4.2 Percent of Outreach, Admission and Placement contractors linked to One-Stop Career Center System.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 2:</b> <i>Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>2.3 Improve the academic and employment success of disadvantaged, at risk youth provided alternative education and job skills preparation provided under the <b>Job Training Partnership Act</b>.</p>	<p>2.3.1 Through the year round <b>Youth Training Programs (II-C)</b> provide target youth population the opportunity to develop good work ethics, work habits and attitudes and occupational skills that result in increased percentages of students annually finding and retaining jobs at good wages or continuing in future education or training.</p> <p>2.3.2 Through the <b>Summer Program (II-B)</b>, provide target youth population the opportunity to develop good work ethics, work habits and attitudes and occupational skills and receive academic enrichment.</p> <p>2.3.3 In collaboration with partners, design an information collection strategy to provide better information on program outcomes, especially longer term measures of program success.</p>	<p><b>Key Performance Indicators:</b> For the JTPA Title IIC Youth program, increase the respective 1997 indicators by at least ___ percent for --</p> <p>Entered employment rate. Employability enhancement rate. Avg. Wage at Placement. Educational attainment.</p> <p>2.3.1.1 Participants served. Numbers Terminated.</p> <p>2.3.2.1 Participants Served Numbers receiving academic enrichment.</p> <p>2.3.3.1 New measures of long term employment, earnings, and learning gains of program participants.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 2:**

***Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.***

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
	<p>2.3.4 Develop and operate management systems that provide all levels of the system with timely and accurate information to focus on improving the performance of low performers, raising the performance of the system, as a whole, and utilizing higher performers as a source of benchmarking and identification of exemplary performance.</p> <p>2.3.5 Increase State and local participation in Simply Better! approach to continuous improvement.</p> <p>2.3.6 Define and continuously improve youth intervention strategies through research into alternative interventions, technical assistance and training, the development and conduct of pilot and demonstration efforts, and the evaluation of youth programs and strategies.</p> <p>2.3.7 Through the <b>Opportunity Areas for Out-of-School Youth</b> initiative, improve the employment rate of out of school youth residing in selected Enterprise Zones and Empowerment Communities.</p>	<p>2.3.4.1 Number of States and SDAs annually improving performance for key measures.</p> <p>2.3.5.1 Number of individuals trained. 2.3.5.2 Number of SDAs adopting Simply Better!</p> <p>2.3.6.1 Surveys on usefulness of products and services for policy development and program management.</p> <p>2.3.7.1 Number of grants awarded. 2.3.7.2 Number of youth participants. 2.3.7.3- Entered employment rate. - Avg. Wage at Placement. - Follow-up Employment Rate - Follow-up Weekly Earnings/ Educational attainment.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 2:**

***Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.***

<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>2.4 Provide increased numbers of youth, including minorities and young women with skill enhancement opportunities through <b>registered apprenticeships</b>.</p>	<p>2.4.1 Promote apprenticeable occupations as a path to high skill, high wage careers for youth, especially minorities and young women, and encourage them to achieve good grades to compete for registered apprenticeship opportunities.</p> <p>2.4.2 Increase outreach to employers, schools, and other community partners.</p>	<p><b>Key Performance Indicators:</b> The number of registered apprentices between the ages of 16 and 21 will increase ____ percent between 1997 and 2002, and the percent of these who are young women or minorities will increase ____ percent.</p> <p>2.4.1.1 Number of States (Federal/SAC) where information on registered apprenticeships is accessible through workforce development system.</p> <p>2.4.2.1 Number of employers contacted and presentations made.</p> <p>2.4.2.2 Number of schools contacted and presentations made.</p> <p>2.4.2.3 Number of other presentations.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 2:</b>  <i>Assist youth, particularly at risk youth, acquire the knowledge, skills and abilities they need to earn a decent living.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>2.4.3Develop a registered apprenticeship website and include effective practices and success stories targeted towards employers, schools and other potential program partners.</p> <p>2.4.4Promote and develop School-to-Registered Apprenticeship Programs and School-to-Work Programs in cooperation with local educators, employers and unions.</p>	<p>2.4.3.1Number of website hits.</p> <p>2.4.4.1Number of high school youth in School-to-Registered Apprenticeship as student apprentices</p> <p>2.4.4.2Number of pre-apprentices or interns with registered apprenticeship program sponsors through a School-to-Work program.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>3.1 Improve the effectiveness of <b>Disadvantaged Adult programs</b> assisting needy populations including Welfare Recipients by providing quality services designed to overcome barriers to good jobs at decent wages.</p>	<p>3.1.1 Through JTPA Title II Adult Training Grants, provide disadvantaged adults with marketable skills leading to productive, unsubsidized employment.</p> <p>3.1.2 Develop and operate management systems that provide all levels of the system with timely and accurate information to focus on improving the performance of low performers, raising the performance of the system, as a whole, and utilizing higher performers as a source of benchmarking and identification of exemplary performance.</p>	<p><b>Key Performance Indicators:</b>            Increase the respective 1997 indicators by at least ____ percent for all participants, including adult welfare recipients--</p> <p>Entered Employment Rate.            Follow-up Employment Rate.            Average Weekly Earnings at Follow-up.</p> <p>3.1.1.1 Number of total participants.            3.1.1.2 Number of program trainees.            3.1.1.3 Number of welfare participants.            3.1.1.4 Number of welfare participant trainees.</p> <p>3.1.2.1 Number of States and SDAs annually improving performance for key measures.            3.1.2.2 Customer satisfaction levels.</p>



**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>3.1.3In collaboration with partners, design an information collection strategy to provide better information on program outcomes, especially longer term measures of program success.</p> <p>3.1.4Increase State and local participation in Simply Better! approach to continuous improvement.</p> <p>3.1.5Define and continuously improve disadvantaged adult intervention strategies through research into alternative interventions, technical assistance and training, the development and conduct of pilot and demonstration efforts, and the evaluation of adult programs and strategies.</p>	<p>3.1.3.1New measures of long term employment, earnings, and learning gains of program participants.</p> <p>3.1.4.1Number of individuals trained. 3.1.4.2Number of SDAs adopting Simply Better!</p> <p>3.1.5.1Surveys on usefulness of products for policy development and program management.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>3.2Provide <b>Dislocated Workers</b> with retraining and other reemployment services which allows them to return to productive employment at or above their previous wage. These services are available under JTPA, Title III formula programs as well as under Title III National Reserve, TAA and NAFTA-TAA programs.</p>	<p>3.2.1Achieve continuous improvements in the levels and quality of employment and earnings outcomes for participants by:</p> <ul style="list-style-type: none"> <li>-using discretionary grant awards to leverage improvements in quality service standards and outcomes in all program activity; and</li> <li>-integrating all available funding sources to support assistance to dislocated workers.</li> </ul> <p>3.2.2Expand capacity of the delivery system to provide responsive, high quality services to participants by:</p> <ul style="list-style-type: none"> <li>-conducting research to identify effective service strategies;</li> <li>-implementing capacity building initiatives through partnerships with delivery system and other providers; and</li> <li>-promoting continuous improvement strategies to enhance performance.</li> </ul>	<p><b>Key Performance Indicators:</b> By 2002, achieve improvements in employment and earnings outcomes for participants by increasing performance over 1997 levels (where available) for:</p> <ul style="list-style-type: none"> <li>--Number of eligible workers served.</li> <li>--Entered employment rate;</li> <li>--Average wage at placement;</li> <li>--Wage replacement rate.</li> <li>--Customer satisfaction level.</li> </ul> <p>3.2.1.1Number of eligible workers served.</p> <p>3.2.1.2Entered employment rate.</p> <p>3.2.1.3Average wage at placement.</p> <p>3.2.1.4Wage replacement rate.</p> <p>3.2.2.1Customer satisfaction level.</p> <p>3.2.2.2Number of SDA/SSAs certified as High Quality Performers.</p> <p>3.2.2.3Number of Enterprise members.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 3:**  
*Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.*

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
	<p>3.2.3Improve the effective use of funds available to provide assistance to dislocated workers by:</p> <ul style="list-style-type: none"> <li>-ensuring early intervention assistance for all dislocated workers;</li> <li>-timely submission and processing of requests for supplemental funding where there is a demonstrated need; and</li> <li>-providing timely oversight to all program activities.</li> </ul> <p>3.2.4Design and operate management systems adequate to drive performance improvements and ensure effective use of funds, by:</p> <ul style="list-style-type: none"> <li>-implementing a national customer satisfaction measurement system for dislocated worker assistance; and</li> <li>-implementing an integrated performance management system for all dislocated worker assistance;</li> <li>-implementing a framework of criteria for evaluation and selection of demonstration and TAT projects.</li> </ul>	<p>3.2.3.1Time between layoff and receipt of services.</p> <p>3.2.3.2Processing time on requests for discretionary funds.</p> <p>3.2.3.3Funds expenditure rate.</p> <p>3.2.4.1Number of States and SDA/SSAs making annual improvements in outcomes.</p> <p>3.2.4.2Customer satisfaction levels.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>3.3Provide targeted populations. (<b>Older Workers, Indians and Native Americans, and Migrant and Seasonal Farmworkers</b>) with training and employment services designed to address particular barriers that these populations experience in achieving stable employment at decent wages.</p>	<p style="text-align: center;"><b>Older Workers:</b></p> <p>3.3.1In collaboration with Older Worker grantees, develop handbooks designed specifically to improve program management and performance.</p> <p>3.3.2Improve Older Worker program and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance and other approaches.</p>	<p><b>Key Performance Indicator:</b>  For JTPA Indian and Native American programs, increase the 1997 the entered employment rate by __ percent by 2002.</p> <p>For JTPA Migrant and Seasonal Farmworkers programs, increase the 1997 the entered employment rate by __ percent by 2002.</p> <p>For the Community Service Employment for Older Americans program, continue to exceed program goals for entered employment.</p> <p>3.3.1.1Entered unsubsidized employment rates will continue to exceed program goals.</p> <p>3.3.2.1The number of eligible applicants served will continue to exceed the target level.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>3.3.3Develop and strengthen Older Worker program linkages with States and other employment and training providers.</p> <p style="text-align: center;"><b>Indian and Native American:</b></p> <p>3.3.4.Develop with lowest performing Indian and Native American grantees, through a negotiated process, "Program Improvement Plans" designed specifically to improve program management and performance.</p> <p>3.3.5Improve Indian and Native American program and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance and other approaches.</p> <p>3.3.6.Develop and strengthen Indian and Native American program linkages with States and other employment and training providers.</p>	<p>3.3.3.1Number of grantees linked to One-Stop Career Center System.</p> <p>3.3.4.1Number of grantees making annual improvements in performance.</p> <p>3.3.5.1Fewer negative audit recommendations resulting in disallowed costs and administrative findings.</p> <p>3.3.6.1Number of grantees linked to One-Stop Career Center systems.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p style="text-align: center;"><b>Migrant and Seasonal Farmworkers:</b></p> <p>3.3.7Review planned performance of Migrant and Seasonal Farmworkers program performance against actual performance for significant deviation. When necessary, assist grantees to develop corrective action to address deviations.</p> <p>3.3.8Improve Migrant and Seasonal Farmworkers program and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance and other approaches.</p> <p>3.3.9Develop and strengthen Migrant and Seasonal Farmworkers program linkages with States and other employment and training providers.</p>	<p>3.3.7.1Number of making annual improvements in performance.</p> <p>3.3.8.1Fewer negative audit recommendations resulting in disallowed costs and administrative findings.</p> <p>3.3.9.1Number of grantees linked to One-Stop Career Center systems.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>3.4Provide basic <b>labor exchange services</b> on a universal basis, at no cost to job seekers or employers, and augment them by increased use of technology, as well as skill assessment, and a range of job search assistance services.</p>	<p>3.4.1Provide labor exchange services customized to the needs of the customer segment being served by One-Stop Career Centers and local Employment Service offices. Customers requiring mediated services will be provided high quality job search assistance (JSA) services, including resume writing, interview techniques, skill assessment, career exploration and job clubs. Customers more effectively served through user-friendly computer-based technology will be provided easy access to America's Job Bank (AJB) and America's Talent Bank (ATB).</p> <p>3.4.2Enhance the capabilities of the system to deliver high quality services and LMI by training local office ES staff as "super users" of the electronic labor exchange products.</p>	<p><b>Key Performance Indicators:</b>  The total number of persons receiving Job Search assistance will increase by _ percent from 1997 to 2002 and the total number receiving Job Search Assistance and finding jobs will increase by _ percent.</p> <p>3.4.1.1Number of persons receiving Job Search Assistance.  3.4.1.2Number of persons receiving JSA that enter employment.</p> <p>3.4.2.1Training Modules developed.  3.4.2.2Training sessions held.  3.4.2.3Number of staff trained.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>3.5Provide short-term income maintenance in the form of <b>unemployment insurance</b> to those who lose their jobs through no fault of their own.</p>	<p>3.5.1Working within the federal/state partnership, increase access to the unemployment compensation system, while maintaining Trust Fund integrity.</p> <p>3.5.2Maintain high levels of performance which includes due process to claimants and employers.</p> <p>3.5.3Upon receipt of additional 1998 funds requested for integrity activities, implement operating procedures to ensure use consistent with Congressional intent.</p> <p>3.5.4Assist States in converting automated systems to those that are Year 2000 compliant.</p> <p>3.5.5Participate in Employment Security Administrative Financing discussions.</p>	<p>3.5.1.1Increase the percentage of unemployed collecting UI through State law changes.</p> <p>3.5.2.1National performance for all key measures will meet or exceed the Secretary's Standards/National Criteria.</p> <p>3.5.2.2No individual key measure will be reduced by more than 2 percent for any year compared to the previous year.</p> <p>3.5.3.1Savings cited in Bipartisan Budget Agreement achieved.</p> <p>3.5.4.1Year 2000 compliance is completed and successful or a contingency plan has been implemented.</p> <p>3.5.5.1Papers outlining options and recommended Administration position.</p>



**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>3.5.6 Explore and implement new and improved technologies to improve customer service and satisfaction and to enhance overall program performance.</p> <p>3.5.7 Collaborate with State, local, and other Federal partners in the Unemployment Insurance Service to revise and enhance UIS' shared performance measurement system and thereby facilitate decision-making at all levels, foster accountability, measure return on investment, and focus on outcomes.</p>	<p>3.5.6.1 At least 75% of the States will offer initial claim filing by telephone, Internet, or other remote means.</p> <p>3.5.6.2 An automated UCFE system will be implemented.</p> <p>3.5.7.1 Revision and enhancement of all components of UIS' oversight management system, UI PERFORMS, are completed and implemented by 2002.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
3.6 Increase the number of and diversity of adults <b>registered apprentices.</b>	<p>3.6.1 Increase outreach of registered apprenticeships to employers, schools and other community partners.</p> <p>3.6.2 Improve linkages of registered apprenticeship programs to One-Stop Career Centers, and agency programs to assist disadvantaged adults and dislocated workers.</p> <p>3.6.3 Develop a website and include effective practices and success stories targeted to employers and other potential program partners.</p>	<p><b>Key Performance Indicators:</b>  The number of registered apprentices will increase ____ percent between 1997 and 2002, and the percent of these who are women or minorities will increase ____ percent.</p> <p>3.6.1.1 Number of employers;  3.6.1.2 Number of adult apprentices;  3.6.1.3 Number of school and other community partners contacted and presentations made.</p> <p>3.6.2.1 Number of States (Federal/SAC) where information on registered apprenticeships is accessible through workforce development system.</p> <p>3.6.3.1 Number of website hits.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 3:</b>  <i>Provide adult unemployed, disadvantaged and dislocated workers the services which will help them find and hold good jobs at decent wages with career potential.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>3.7Provide <b>Welfare Recipients</b> with employment and training services needed to find jobs which permit them to be self-sufficient.</p>	<p>3.7.1Upon enactment of legislation, complete a program implementation strategy in collaboration with HHS and key program stakeholders.</p> <p>3.7.2In collaboration with States, identify key performance outcomes and information collection systems.</p>	<p><b>Key Performance Indicators:</b></p> <p>To be Determined</p> <p>3.7.1.1Implementation strategy and plan.</p> <p>3.7.2.1Publication of key indicators and collection strategies.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 4:</b>  <i>Employers value the public workforce development system managed by ETA and its partners as being integral to their competitiveness strategies and are among its primary investors and customers.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
4.1 Increase employer use of and satisfaction with ETA programs to meet their employment needs.	<p>4.1.1 Fully engage employers both as partners in the building of a high performance workforce development system and as valued customers of that system, including the labor exchange and other employer services delivered through the One-Stop system and/or the Employment Service.</p> <p>4.1.2 In collaboration with State Apprenticeship Agencies, expand apprenticeship into industries with significant growth and good employment opportunities.</p> <p>4.1.3 In collaboration with NSSB, promote employer participation in the development of voluntary industry-wide skills standards and design of industry certification systems.</p>	<p><b>Key Performance Indicator(s):</b>  The number of employers using ETA programs to meet employment needs will increase by ___ percent between 1997 and 2002 and the percent that are satisfied with the services available will increase by ___ percent over the same period.</p> <p>4.1.1.1 Market penetration among employers:  -Jobs on AJB.  -Number of employers registered to use ATB and AJB.</p> <p>4.1.1.2 Improved labor exchange services:  -Percent of jobs filled within the first 30 days.</p> <p>4.1.2.1 Number of new programs developed.  4.1.2.2 Number of registered apprentices in targeted industries.</p> <p>4.1.3.1 NSSB measures of employer participation.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT  
9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 4:</b>  <i>Employers value the public workforce development system managed by ETA and its partners as being integral to their competitiveness strategies and are among its primary investors and customers.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>4.1.4Explore new approaches, including increased use of technology, to increase employer flexibility and/or reduce employer burden in complying with UI requirements.</p> <p>4.1.5Streamline the processing of alien labor certification, providing employers with quick turnaround decisions and, upon enactment of legislation, implement fee for services program in Alien Labor certification to ensure that the services provided are paid for by those who use them.</p> <p>4.1.6Increase the use by employers of the Work Opportunities Tax Credit as a device for stimulating hiring welfare recipients and other targeted groups.</p> <p>4.1.7Convene organizations that represent employers to discuss DOL employment and training strategies to assist employers to meet continuing employment needs.</p> <p>4.1.8Develop and implement strategies to measure employer satisfaction with services received.</p>	<p>4.1.4.1Internet applications for employer registration and reporting. EFT for payment of unemployment taxes.</p> <p>4.1.4.2 Employer Satisfaction.</p> <p>4.1.5.1Processing time.</p> <p>4.1.5.2Employer satisfaction.</p> <p>4.1.6.1WOTC Certifications issued.</p> <p>4.1.7.1A White Paper to guide future investment decisions.</p> <p>4.1.8.1Information collection strategy.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 4:</b>  <i>Employers value the public workforce development system managed by ETA and its partners as being integral to their competitiveness strategies and are among its primary investors and customers.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>4.2 Build strong employer participation in the design and delivery of programs, including using workplaces as active learning environments in the training and education process.</p>	<p>4.2.1 Develop an employer participation strategy to coordinate and assist DOL funded organizations that represent employers or include employers and promote their participation in workforce development activities.</p> <p>4.2.2 Support the development, testing, dissemination and showcasing of successful approaches to employer involvement by program and industry.</p>	<p><b>Key Performance Indicator(s):</b>  For JTPA, the number of employers actively participating in program design and delivery of programs will increase by ___ percent between 1997 and 2002.</p> <p>For STW, the number of employers actively participating in STW systems, the number of work based learning slots provided and the number of teacher internships will grow ten percent per year.</p> <p>The number of private sector non-subsidized summer jobs will be increased ___ percent between 1997 and 2002.</p> <p>4.2.1.1 Collaborative efforts undertaken.</p> <p>4.2.2.1 Feedback from employers and others who request/receive information.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

<p style="text-align: center;"><b>Strategic Goal Statement 4:</b>  <i>Employers value the public workforce development system managed by ETA and its partners as being integral to their competitiveness strategies and are among its primary investors and customers.</i></p>		
<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	<p>4.2.3 Support national and state strategies to increase and enhance employer participation in School-to-Work initiatives.</p> <p>4.2.4 Support local efforts to undertake private job campaigns for summer youth employment.</p>	<p>4.2.3.1 Number of employers actively participating in STW systems.</p> <p>4.2.3.2 Number of work-based learning slots offered by participating employers.</p> <p>4.2.3.3 Number of teacher internships offered by participating employers.</p> <p>4.2.4.1 Number of SDAs that undertake private sector job programs.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 5:**  
*In partnership with employees and their representatives, achieve greater operating efficiency, provide better services at reduced costs and increase customer satisfaction.*

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
<p>5.1 Improve agency management through the development and integration of planning and budgeting processes and performance measurement and reporting systems.</p>	<p>5.1.1 Effectively use a strategic planning process to establish long term agency goals and better respond over time to legislative changes, customer needs, technology advancements and economic trends.</p> <p>5.1.2 Develop annual budget requests and performance plans to achieve stated goals.</p> <p>5.1.3 Implement managerial systems, including performance measurement and benchmarking systems, to measure performance against annual and long term goals and objectives, and strengthen the relationship between performance and personnel evaluation systems.</p> <p>5.1.4 Enhance decision making by providing better quality, more relevant and more timely data information, including cost accounting information on the actual costs of identified program outcomes/outputs.</p> <p>5.1.5 Increase efforts to coordinate strategic planning with other Federal agencies with similar or complementary programs.</p>	<p><b>Key Performance Indicators:</b></p> <p>5.1.1.1 Stakeholder assessment of process as planning and management tool.</p> <p>5.1.2.1 Policy issuances, budget requests and resource allocations are consistent with another, support strategic plan and completed timely.</p> <p>5.1.3.1 Manager/Employee assessment of effectiveness of managerial systems.</p> <p>5.1.4.1 All program and activities include clear identifiable performance measures or plans to develop them. Managers believe they are provided needed information to manage their respective areas.</p> <p>5.1.5.1 Increased numbers of multi-agency initiatives.</p>



**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 5:**

***In partnership with employees and their representatives, achieve greater operating efficiency, provide better services at reduced costs and increase customer satisfaction.***

<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
<p>5.2 Increase managerial accountability through effective systems for financial management, acquisition management and contracts/grants management, including program monitoring and oversight.</p>	<p>5.2.1 Implement effective financial management practices, within ETA, for budgeting, accounting, and financial reporting that support program delivery, resource management and safeguarding assets.</p> <p>5.2.2 Support a streamlined and flexible agency procurement system which maximizes competition and provides (1) the best possible products and services for the best value for the Government while maintaining/protecting the integrity of the system and (2) for fair, open and effective grantee selections.</p>	<p>5.2.1.1 Annual audits of financial statements include no material weaknesses. Other reportable conditions are addressed in the year identified.</p> <p>5.2.1.2 Program Managers believe they received timely and sufficient financial information to manage their programs and offices.</p> <p>5.2.2.1 By 2002, all competitive procurement actions will be done electronically;</p> <p>5.2.2.2 The elapsed time to complete grant and contract competitions will decline annually.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 5:**  
*In partnership with employees and their representatives, achieve greater operating efficiency, provide better services at reduced costs and increase customer satisfaction.*

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
	<p>5.2.3 Maintain an effective contracts/grants management system that provides for ongoing oversight, training and technical assistance to ensure the appropriate use of Federal funds and information by which to manage the system.</p> <p>All project officers and grant/contract officer technical representatives receive appropriate training.</p> <p>All major grantees are monitored periodically for fiscal accountability and performance with high risk and poor performing grantees monitored annually.</p> <p>Grantee technical assistance needs are identified and met through appropriate vehicles.</p>	<p>5.2.3.1 Reduce the time taken to resolve audits and administrative findings, and to close out grants and contracts.</p> <p>5.2.3.2 Grantee and contractor questioned costs are reduced by 15%, annually.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 5:**  
*In partnership with employees and their representatives, achieve greater operating efficiency, provide better services at reduced costs and increase customer satisfaction.*

STRATEGIC OBJECTIVES	STRATEGIES	MEASURES/SOURCES*
5.3 Improve the efficiency and effectiveness of ETA and its employees.	<p>5.3.1 Foster cultural changes which fully involve and value employees as partners in all aspects of work</p> <p>5.3.2 Pursue continuous process improvement strategies including reengineering, work redesign and operational improvements.</p> <p>5.3.3 Explore organizational design alternatives to strengthen ETA through improved effectiveness and reduction of costs.</p> <p>5.3.4 Identify and pursue cost reductions in administrative areas.</p> <p>5.3.5 Pursue systems development activities to integrate information technology with agency operations and take advantage of technology advancements.</p> <p>5.3.6 Develop customer service standards to be adopted throughout the agency.</p>	<p>5.3.1.-</p> <p>5.3.2 Increase the percentage of employees who feel they participated in -- -the office operating budget, -the office long term goals, -the office workplace, -the customer plans, -making recommendations to higher levels of management -designing the physical office environment.</p> <p>5.3.4.1 Reduce spending in targeted areas.</p> <p>5.3.5.1 Increase use of electronic/paperless systems;</p> <p>5.3.5.2 Provide universal access to agency maintained information.</p> <p>5.3.6.1 Employees understand and adopt standards.</p>

**EMPLOYMENT AND TRAINING ADMINISTRATION  
STRATEGIC PLAN  
FY 1998 - FY 2002**

DRAFT

9/4/01

**Strategic Goal Statement 5:**

***In partnership with employees and their representatives, achieve greater operating efficiency, provide better services at reduced costs and increase customer satisfaction.***

<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MEASURES/SOURCES*</b>
	5.3.7Streamline the hiring processes and provide training and development opportunities that address core competencies for employees.	5.3.7.1Manager assessment of revised procedures.  5.3.7.2Increase percentage of agency training resources spent to address employee core competencies.

\* In many instances, specific measures have not been -identified. Where measures are not identified, but sources of information have been, the sources are noted. In other instances, current measures are identified even though work is planned to identify better indicators of program success.

D:\DMS\TEIN\TEIN97\Tn0297b.wpd